

**EXAMINING RELATIONSHIPS BETWEEN INDIVIDUAL,  
ORGANIZATIONAL FACTOR AND KNOWLEDGE SHARING BEHAVIOR**

**BY**

**AIN ZURAINI BINTI ZIN ARIS**

**Thesis Submitted to**

**Othman Yeop Abdullah Graduate School of Business,**

**University Utara Malaysia,**

**In Fulfillment of the Requirement for the Master of Human Resource**

**Management**

**April 2014**



Othman Yeop Abdullah  
Graduate School of Business

Universiti Utara Malaysia

**PERAKUAN KERJA KERTAS PROJEK**

*(Certification of Project Paper)*

Saya, mengaku bertandatangan, memperakukan bahawa  
*(I, the undersigned, certified that)*

**AIN ZURAINI BINTI ZIN ARIS (811009)**

Calon untuk Ijazah Sarjana  
*(Candidate for the degree of)*

**MASTER OF HUMAN RESOURCE MANAGEMENT**

telah mengemukakan kertas projek yang bertajuk  
*(has presented his/her project paper of the following title)*

**EXAMINING RELATIONSHIPS BETWEEN INDIVIDUAL, ORGANIZATIONAL FACTOR AND  
KNOWLEDGE SHARING BEHAVIOR**

Seperti yang tercatat di muka surat tajuk dan kulit kertas projek  
*(as it appears on the title page and front cover of the project paper)*

Bahawa kertas projek tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

*(that the project paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the project paper).*

Nama Penyelia : **DR. SITI ZUBAIDAH OTHMAN**  
*(Name of Supervisor)*

Tandatangan :   
*(Signature)*

Tarikh : **08 APRIL 2014**  
*(Date)*

## **Permission to Use**

In presenting this dissertation in partial fulfillment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that the University Library make a freely available for inspection. I further agree that permission for copying of this dissertation in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor(s) or, in their absence by the Dean of Othman Yeop Abdullah Graduate School of Business. It is understood that any copying or publication or use of this dissertation or parts thereof for financial gain shall not be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my dissertation.

Request for permission to copy or make other use of materials in this dissertation, in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman

## **Abstract**

This study examines the direct relationship between sense of self-worth, attitudes, perceived organizational incentives and management support and knowledge sharing behavior. It also examines the moderating effect of interpersonal trust on the relationship between sense of self-worth, attitudes, perceived organizational incentives and management support and knowledge sharing behavior. A total of 148 questionnaires were distributed on site to participants who had agreed to participate in this study. Hypotheses for direct effect were tested using multiple regression analyses and hypotheses for interacting effect were tested using hierarchical multiple regression. Results showed that only sense of self-worth and attitudes were significantly positively associated with knowledge sharing behavior. Furthermore, results from hierarchical multiple regressions showed that interpersonal trust did not moderate the relationship between sense of self-worth and knowledge sharing behavior, between attitude and knowledge sharing behavior, between perceived organizational incentives and knowledge sharing behavior and between management support and knowledge sharing behavior. Implications of the findings, potential limitations and directions for future research are discussed.

**Keywords:** Knowledge Sharing Behavior, Sense of Self-worth, Attitude, Organizational Incentives, Management Support.

## Abstrak

Kajian ini mengkaji hubungan langsung antara rasa nilai sendiri, sikap, persepsi terhadap insentif organisasi dan sokongan pengurusan terhadap gelagat perkongsian pengetahuan. Ia juga mengkaji kesan kepercayaan antara perorangan sebagai penyederhana dalam hubungan antara rasa nilai sendiri, sikap, persepsi terhadap insentif perorangan dan sokongan pengurusan dan gelagat perkongsian pengetahuan. Sebanyak 148 soal selidik telah diedarkan secara sendiri kepada peserta kajian yang telah bersetuju untuk terlibat dalam kajian ini. Hipotesis ke atas kesan langsung dan kesan perantara diuji menggunakan analisis regresi berganda manakala hipotesis bagi kesan interaksi diuji menggunakan analisis regresi berganda bertingkat. Dapatan kajian menunjukkan bahawa hanya rasa nilai sendiri dan sikap sahaja yang mempunyai hubungan yang positif dan signifikan dengan gelagat perkongsian pengetahuan. Seterusnya, keputusan daripada analisis regresi bertingkat tidak menunjukkan bahawa kepercayaan antara perorangan berperanan sebagai penyederhana dalam hubungan antara rasa nilai sendiri dan gelagat perkongsian pengetahuan, dalam hubungan antara sikap dan gelagat perkongsian pengetahuan, antara persepsi terhadap insentif organisasi dan gelagat perkongsian pengetahuan, dan antara sokongan pengurusan dan gelagat perkongsian pengetahuan. Implikasi dapatan kajian, limitasi, dan cadangan kajian pada masa hadapan turut dibincangkan.

**Kata Kunci:** Gelagat Perkongsian Pengetahuan, Rasa Nilai Kendiri, Sikap, Insentif Organisasi, Sokongan Pengurusan.

## **Acknowledgement**

Without the dedication from these people, the completion of this dissertation would not have been possible. I would like to thank Ministry of Higher Education and Universiti Malaysia Perlis for sponsoring my study.

I am deeply grateful to Dr Siti Zubaidah Othman, my supervisor, for giving me invaluable support throughout my candidature. Without her dedication and professional support, I would not be where I am today.

To my loving and supporting husband, Muhamad Taufiq Muhamad Yasin , my beloved parents, Zubaidah Abdul Rahman and Zin Aris Rozali, my parents-in-law, and my siblings, thank you for all your prayers, patience, support and word of encouragement for me to keep going till the final end of this journey.

I also would like to thank my postgraduate friends Umami Kalsom, Mimi, Aqilah, Elman, Faiz, Lai and Miera for providing me with many discussions, constructive comments and suggestions in completing this dissertation.

Finally, yet importantly, I would like to express my gratitude to all respondents from Bumiputra SMEs located in Sungai Petani, Alor Setar and Jitra for their involvement in this study. Without their sincere participations, this study will not be as successful as today.

## Table of Contents

Permission to Use .....	i
Abstract .....	ii
Abstrak .....	iii
Acknowledgement .....	iv
Table of Contents .....	v
List of Tables .....	viii
List of Figures .....	x
List of Abbreviations .....	xi
List of Appendices .....	xii
CHAPTER 1 .....	1
INTRODUCTION .....	1
1.1 Background of the Study .....	1
1.2 Problem Statement .....	2
1.3 Research Questions .....	5
1.4 Research Objectives .....	6
1.5 Significance of the Study .....	6
1.6 Scope and Aim of Study .....	7
1.7 Organization of Chapters .....	7
CHAPTER 2 LITERATURE REVIEW .....	9
2.1 Introduction .....	9
2.2 Knowledge and Knowledge Management .....	9
2.3 Knowledge Sharing and Knowledge Sharing Behavior .....	11
2.4 Factors Influencing Knowledge Sharing Behavior .....	14
2.4.1 Individual Factors .....	14
2.4.2 Organizational Factors .....	16
2.5.3 Interpersonal Trust .....	18
2.6 Research Framework .....	18
2.7 Development of Hypotheses .....	19
2.7.1 Relationship between Sense of Self-worth and Knowledge Sharing Behavior .....	19
2.7.2 Relationship between Individual Attitudes and Knowledge Sharing Behavior .....	21

2.7.3	Relationship between Perceived Organizational Incentives and Knowledge Sharing Behavior.....	21
2.7.4	Relationship between Management Support and Knowledge Sharing Behavior .....	23
2.7.5	Interpersonal Trust as Moderator.....	23
2.8	Conclusions .....	25
CHAPTER 3 METHOD .....		26
3.1	Introduction .....	26
3.2	Research Design.....	26
3.3	Population and Sampling .....	27
3.3.1	Population .....	27
3.3.2	Sample Size.....	28
3.3.3	Sampling Technique .....	28
3.4	Operational Definitions and Measurements.....	29
3.4.1	Knowledge Sharing Behavior .....	29
3.4.2	Individual Factors .....	30
3.4.3	Organizational Factors .....	32
3.4.4	Interpersonal Trust .....	34
3.5	Layout of Questionnaire.....	35
3.6	Pilot Test .....	35
3.7	Data Collection Procedures.....	36
3.8	Technique of Data Analysis .....	37
3.8.1	Factor Analysis .....	37
3.8.2	Correlation Analysis .....	38
3.8.3	Regression Analysis.....	38
3.8.4	Test of Moderation.....	39
3.9	Conclusions .....	40
CHAPTER 4 RESULTS AND DISCUSSIONS.....		41
4.1	Introduction .....	41
4.2	Demographic Characteristics of Participants .....	41
4.3	Data Screening .....	43
4.3.1	Missing Data .....	43
4.3.2	Normality .....	44
4.3.3	Homoscedasticity .....	46



4.3.4	Outliers Detection .....	46
4.3.5	Multicollinearity .....	48
4.4	Factor Analysis.....	49
4.4.1	Knowledge Sharing Behavior (KSB) Constructs .....	50
4.4.2	Individual Factors (IF) Constructs .....	52
4.4.3	Organizational Factor (OF) Constructs.....	55
4.4.4	Interpersonal Trust (IT) Constructs .....	57
4.4.5	Deleted Items .....	58
4.5	Correlation Analysis.....	58
4.6	Multiple Regression Analysis .....	62
4.7	Hierarchical Regression Analysis .....	62
4.7.1	Test of Moderation.....	62
4.8	Conclusions .....	67
<b>CHAPTER 5 RESEARCH IMPLICATIONS, RECOMMENDATIONS AND</b>		
<b>CONCLUSIONS.....</b>		<b>68</b>
5.1	Introduction .....	68
5.2	Summary of Research .....	68
5.3	Implications for Practice .....	69
5.4	Limitations of Study and Directions for Future Research.....	70
5.5	Conclusions .....	71
References .....		72
<b>APPENDIX A .....</b>		<b>83</b>
<b>APPENDIX B .....</b>		<b>91</b>

## List of Tables

Table 3.1 <i>Number of Bumiputra SME by sectors</i> .....	28
Table 3.2 <i>Knowledge Sharing Behavior Items</i> .....	29
Table 3.3 <i>Individual Factor's Items</i> .....	31
Table 3.4 <i>Organizational Factor's Items</i> .....	33
Table 3.5 <i>Interpersonal Trust's Items</i> .....	34
Table 3.6 <i>The Cronbach's Alpha from the Pilot Study (n = 30)</i> .....	36
Table 4.1 <i>Demographic Characteristics of Participants</i> .....	42
Table 4.2 <i>Normality Test for Knowledge Sharing Behavior, Individual Factors, Organizational Factors and Interpersonal Trust</i> .....	45
Table 4.3 <i>Homogeneity of Variances among the Variables</i> .....	46
Table 4.4 <i>Percentiles for Knowledge Sharing Behavior</i> .....	47
Table 4.5 <i>Outlier Detection Test</i> .....	47
Table 4.6 <i>Coefficients for Collinearity Statistics</i> .....	49
Table 4.7 <i>Factor Analysis For Knowledge Sharing Behavior Construct</i> .....	51
Table 4.8 <i>Reliability Statistics for Deleted Items (Component 2)</i> .....	51
Table 4.9 <i>Reliability Statistics for Accepted Items (Component 1)</i> .....	52
Table 4.10 <i>Factor Analysis For Individual Factor Constructs</i> .....	52
Table 4.11 <i>Reliability Statistics for Accepted Items for Attitudes (Component 1)</i> .....	54
Table 4.12 <i>Reliability Statistics for Accepted Items for Sense Of Self-Worth (Component 2)</i> .....	54
Table 4.13 <i>Reliability Statistics for Deleted Items (Component 3)</i> .....	54
Table 4.14 <i>Items of Individual Factors According To Factors</i> .....	55
Table 4.15 <i>Factor Analysis Individual Factor Constructs</i> .....	55
Table 4.16 <i>Items of Organizational Factors According To Factors</i> .....	57
Table 4.17 <i>Factor Analysis For Interpersonal Trust Constructs</i> .....	57
Table 4.18 <i>Deleted Items for the Variables after the Factor Analysis</i> .....	58
Table 4.19 <i>Descriptive Statistics, Scale Reliabilities and Correlations of Variables</i> .	61
Table 4.20 <i>Regression Results of Attitudes, Sense Of Self-Worth, Organizational Incentives and Management Support on Knowledge Sharing Behavior</i> .....	62
Table 4.21 <i>Hierarchical Regression Analysis On Interpersonal Trust As Moderator In Relationship Between Sense Of Self-Worth And Knowledge Sharing Behavior</i> .....	64

Table 4.22 <i>Hierarchical Regression Analysis On Interpersonal Trust As Moderator In Relationship Between Attitude And Knowledge Sharing Behavior .....</i>	65
Table 4.23 <i>Hierarchical Regression Analysis On Interpersonal Trust As Moderator In Relationship Between Perceived Organizational Incentives And Knowledge Sharing Behavior.....</i>	66
Table 4.24 <i>Hierarchical Regression Analysis On Interpersonal Trust As Moderator In Relationship Between Management Support And Knowledge Sharing Behavior .....</i>	67

## List of Figures

<i>Figure 2.1</i> Research Framework.....	19
---	----

## **List of Abbreviations**

SME	Small Medium Enterprise
ACCIM	Associated Chinese Chambers of iif Commerce and Industry of Malaysia
KM	Knowledge Management
TPB	Theory of Planned-Behavior
SPSS	Statistical Package for the Social Science
KSB	Knowledge Sharing Behavior
IF	Individual Factors
OF	Organizational Factor
IT	Interpersonal Trust
VIF	Variance Inflation Factor
KMO	Keiser-Meyer-Oklin
ANOVA	Analysis of Variance
HRM	Human Resource Management

## **List of Appendices**

Appendix A	Sample of Questionnaire	83
Appendix B	SPSS Output	91

# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 Background of the Study**

Knowledge if managed effectively and applied accordingly would be a useful tool in transforming the business and sustain the competitive advantage. As argued by several authors, organizations that applied knowledge management as tools could gain competitive advantage through the generation and the use of new knowledge at the workplace (Alvesson, 2004; Harrison & Kessels, 2004).

However, knowledge primarily derived from people, and thus, managing knowledge among workforce would be critical to the organizations. The efforts in improving the use of knowledge does not only concern in better exploration of existing sources of knowledge management at workplace but also providing the work environment that can encourage the workers to distribute their knowledge to others. This kind of knowledge can be describes as tacit or explicit type of knowledge.

Knowledge sharing behavior can be considered as the foundation and most important part of knowledge management (Bock & Kim, 2002; Ahmad, Sharom & Abdullah, 2006). The possessed of knowledge among the individuals and the contribution of person's knowledge into organizational knowledge is depends on the worker's knowledge sharing behavior (Nonaka & Konno, 1998). Inherently, the knowledge exchange from a person or one unit of the organization to another are

The contents of  
the thesis is for  
internal user  
only



## References

- Ahmad, H., Sharom, N., & Abdullah, C. S. (2006, March). *Knowledge sharing behavior in public sector: The business process management perspective*. Paper presented at the meeting of the Knowledge Management International Conference and Exhibition, Kuala Lumpur, Malaysia.
- Aiken, L. R. (2000). *Psychological testing and assessment* (10<sup>th</sup> ed.). Boston, MA: Allyn & Bacon.
- Al-Alawi, A. I., Al-Marzooqi, N. Y., & Mohammed, Y. F. (2007). Organizational culture and knowledge sharing: Critical success factors. *Journal of Knowledge Management*, 11(2), 22 – 42.
- Alvesson, M. (2004). *Knowledge work and knowledge-intensive firms*. USA: Oxford University Press.
- Alvesson, M. (2001). Knowledge work: Ambiguity, image and identity. *Human Relations*, 54(7), 863 – 886.
- Argote, L., Ingram, P., Levine, J. M., & Moreland, R. L. (2000). Knowledge transfer in organizations: Learning from the experiences of others. *Organizational Behavior and Human Decision Processes*, 82(1), 1 – 8.
- Armbrecht, F. M. R., Chapas, R. B., Chappelow, C. C., Farris, G. F., Friga, P. N., Hartz, C. A., McIlvaine, M. E., Postle, S. R., & Whitwell, G. E. (2001). Knowledge management in research and development. *Research-Technology Management*, 44(4), 28 – 48.
- Armstrong, M. (2013). *Employee reward* (3<sup>rd</sup> ed.). London: Chartered Institute of Personnel and Development.
- Bakker, M., Leenders, R. T. A. J., Gabbay, S. M., Kratzer, J., & Van, E. J. M. L. (2006). Is trust really social capital? Knowledge sharing in product development projects. *The Learning Organization*, 13(6), 594 – 605.
- Bart, H. V.D., & Ridder, J. A. (2004). Knowledge sharing in context: The influence of organizational commitment, communication climate and CMC use on knowledge sharing. *Journal of Knowledge Management*, 8(6), 117 – 130.

- Barlett, J. E., Kotrlik, J. W., & Higgins, C. C. (2001). Organizational research: Determining appropriate sample size in survey research. *Information Technology, Learning and Performance Journal*, 19(1), 23 – 29.
- Bartol, K. M., & Srivastava, A. (2002). Encouraging knowledge sharing: The role of organizational reward systems. *Journal of Leadership & Organizational Studies*, 9(1), 64-76.
- Beaver, G. & Hutchings, K. (2005). Training and developing an age diverse workforce in SMEs: The need for a strategic approach. *Education & Training*, 47 (8/9), 592 – 604.
- Bart, H. V.D., & Ridder, J. A. (2004). Knowledge sharing in context: The influence of organizational commitment, communication climate and CMC use on knowledge sharing. *Journal of Knowledge Management*, 8(6), 117 – 130.
- Bock, G. W., Zmud, R. W., Kim, Y. G., & Lee, J. N. (2005). Behavioral intention formation in knowledge sharing: Examining the role of extrinsic motivators, social-psychological forces and organizational climate. *MIS Quarterly*, 29, 87 – 111.
- Bock, G. W., & Kim, Y. (2002). Breaking the myths of rewards: An exploratory study of attitudes about knowledge sharing. *Information Resources Management Journal*, 15(2), 14 – 21.
- Cabrera, E., & Cabrera, A. (2005). Fostering knowledge sharing through people management practices. *The International Journal of Human Resource Management*, 16(5), 720 – 735.
- Cabrera, A., & Cabrera, E. F. (2002). Knowledge-sharing dilemmas. *Organization Studies*, 23(5), 687–710.
- Caldwell, C., & Clapham, S. (2003). Organizational Trustworthiness: An International Perspective. *Journal of Business Ethics*, 47(4), 349-364, DOI: 310.1023/A:1027370104302.
- Carnevale, D. (1995). *Trustworthy Government: Leadership and Management Strategies for Building Trust and High Performance*: Jossey-Bass.

- Chang, H. H., & Chuang, S. S. (2011). Social capital and individual motivations on knowledge sharing: Participant involvement as moderator. *Information & Management*, 48, 9 – 18.
- Chay, Y. W., Menkhoff, T. Loh, B., & Evers, H., D. (2004). *What makes knowledge sharing in organizations tick? An empirical study*. Retrieved 28 January 2014, from [http://ink.library.smu.edu.sg/lkcsb\\_research/2343](http://ink.library.smu.edu.sg/lkcsb_research/2343)
- Cheng, M. Y., Ho, J. S. Y., & Lau, P. M. (2009). Knowledge sharing in academic institutions: A study of Multimedia University Malaysia. *Electronic Journal of Knowledge Management*, 7(3), 313 – 324.
- Cheng, C. M., & Chen, L. J. (2007). A study on the knowledge sharing of health technology for technological college students' mobile learning. *International Journal of Education and Information Technologies*, 1(1), 24 – 29.
- Chennamaneni, A. (2006). *Determinants of knowledge sharing behaviors: Developing and testing and integrated theoretical model*. (Doctoral dissertation). Retrieved from <http://dspace.uta.edu/bitstream/handle/10106/305/uta-std-1428.pdf?sequence=1>
- Chow, W. S. & Chan, L. S. (2008). Social network social trust and shared goals in organizational knowledge sharing. *Information & Management*, 45 (7), 458 – 465.
- Chowdury, S. (2005). The role of affect and cognition-based trust in complex knowledge sharing. *Journal of Managerial Issues*, 17(3), 310 – 326.
- Coakes, S. J., & Steed, L. G. (2003). *SPSS: Analysis without anguish: Version 11.0 for Windows*. Brisbane: Jacaranda Wiley.
- Cockrell, R. C., Stone, D. N., & Wier, B. (2009). *The Janus - Faced influence of financial incentives on knowledge sharing*. Retrieved 10 January 2014, from [http://www.wlu.ca/documents/37166/Dan\\_Stone\\_Paper.pdf](http://www.wlu.ca/documents/37166/Dan_Stone_Paper.pdf).
- Cohen (1988.). *Statistical power analysis for the behavioral sciences*. Hillsdale, New Jersey: Lawrence Erlbaum.

- Cohen, J., Cohen, P., Leona, S. A., & West, S. H. (2003). *Applied multiple regression/correlation analysis for the behavioral sciences*. Hillsdale, New Jersey: L. Erlbaum Associates.
- Connelly, C. E., & Kelloway, K. (2003). Predictors of employees' perceptions of knowledge sharing cultures. *Leadership & Organizational Development Journal*, 24(5/6), 294-301.
- Davenport, T. H., & Prusak, L. (1998). *Working knowledge: How Organizations Manage What They Know*. Cambridge, MA: Harvard Business School Press.
- Davenport, T. H. (1994). Saving IT's soul: Human centered information management. *Harvard Business Review*, 72(2), 119 – 131.
- De, L. D. W., & Fahey, L. (2000). Diagnosing cultural barriers to knowledge management. *The Academy of Management Executive*, 14(4), 113 – 127.
- Dignum, V., & Dignum, F. (2003). Knowledge market: Agent-mediated knowledge sharing. In V. Marik, J., Muller & M. Pechoucek (Eds.). *International central & Eastern European conference on multi-agent systems* (pp. 168-179). Prague, Czech Republic: Springer. DOI: 10927878
- Felin, T., & Hesterly, W. (2007). The knowledge-based view, nested heterogeneity and new value creation: Philosophical considerations on the locus of knowledge. *Academy of Management Review*, 32, 195 – 218.
- Felin, T., & Foss, N. J. (2005). Strategic organization: A field in search of micro-foundations. *Strategic Organization*, 3(4), 441 – 550.
- Fishbein, M., & Ajzen, I. (1975). *Beliefs, attitude, intention and behavior: An introduction to theory and research*. Reading, MA: Addison-Wesley.
- Frost, A. (2013). *An educational KM site: Knowledge sharing*. Retrieved 9 January 2014, from <http://www.knowledge-management-tools.net/knowledge-sharing.html>
- Garcia-Marza, D. (2005). Trust and Dialogue: Theoretical Approaches to Ethics Auditing. *Journal of Business Ethics*, 57(3), 209-219, DOI: 210.1007/s10551-10004-18202-10557.

- Gefen, D., Karahanna, E., & Straub, D. W. (2003). Trust and TAM in online shopping: An integrated model. *MIS Quarterly*, 27(1), 51 – 90.
- Given, L. M. (2008). *The Sage encyclopedia of qualitative research methods*. Los Angeles, California: Sage Publications.
- Guimaraes, T., & Igbaria, M. (1997). Client/server system success: Exploring the human side. *Journal of Decision Sciences*, 28(4), 851 – 876.
- Hahn, J., & Subrami, M.R. (2000, December). *A framework of knowledge management systems: Issues and challenges for theory and practice*. Paper presented at the meeting of the Proceedings of the 21st International Conference on Information Systems, Brisbane, Australia.
- Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). *Multivariate data analysis* (5<sup>th</sup> ed.). Upper Saddle River, New Jersey: Prentice Hall.
- Harrison, R., & Kessels, J. (2004). *Human resource development in a knowledge economy – An organizational view*. New York: Palgrave Macmillan.
- Hewitt, J. P. (2009). *Oxford handbook of positive psychology*. New York: Oxford University Press.
- Huber, J. C. (2001). A new method for analyzing scientific productivity. *Journal of the American Society for Information Science and Technology*. 52 (13), 1089 – 1099.
- Husted, K., Michailova, S., & Minbaeva, D. (2005, June). *Knowledge sharing and organizational performance: The role of extrinsic and intrinsic motives*. Paper presented at the meeting of the International Human Resources Management Conference, Cairns, Australia.
- Hulley, S. B. (2007). *Designing clinical research*. Baltimore, MD: Lippincott, Williams & Wilkins.
- Igbaria, M., Zinatelli, N., Cragg, P., & Cavaye, A. L. M. (1997). Personal computing acceptance factors in small firms: A structural equation model. *Journal MIS Quarterly*, 21(3), 279 – 305.

- Joseph, B., & Jacob, M. (2011). Knowledge sharing intentions among IT professionals in India. In S. Dua, S. Sahni, D.P. Goyal (Eds.) *Information intelligence, systems, technology and management: 5<sup>th</sup> international conference, proceedings communications in computer and information science* (pp. 23 – 31). Gurgaon, India: Springer. DOI: 10.1007/978-3-642-19423-8
- Kankanhalli, A., Tan, B.C. Y., & Wei, K. K. (2005). Contributing knowledge to electronic knowledge repositories: An empirical investigation. *MIS Quarterly*, 29(1), 113 – 145.
- Kelloway, E. K. (2000). Knowledge work as organizational behavior. *Queen's School of Business Framework Paper*, 1 – 25.
- King, W. R., & Marks, P. V., Jr. (2008). Motivating knowledge sharing through a knowledge management system. *Omega*, 36(1), 131 – 146.
- Kolekofski, J. K. E., & Heminger, A. R. (2003). Beliefs and attitudes affecting intentions to share information in an organizational setting. *Information & Management*, 40(6), 521 – 532.
- Kreuger, L., & Neuman, W. L. (2006). *Social work research methods: Qualitative and quantitative approaches with research navigator*. USA: Pearson/Allyn and Bacon.
- Kulkarni, U. R., Ravindran, S., & Freeze, R. (2006). A knowledge management success model: Theoretical development and empirical validation. *Journal of Management Information Systems*, 23(3), 309 – 347.
- Lagerstrom, K., & Anderson, M. (2003). Creating and sharing knowledge within a transactional team - the development of a global business system. *Journal of World Business*, 38, 84 – 95.
- Larzelere, R. E., & Huston, T. L. (1980). The dyadic trust scale: Toward understanding interpersonal trust in close relationships. *Journal of Marriage and the Family*, 42 (August), 595 – 604.
- Law, C. H., & Ngai, E. W. T. (2003). An empirical study of the effects of knowledge sharing and learning behaviors on firm performance. *Expert Systems With Applications*, 34(4), 2342 - 2349

- Lee, J. H., Kim, Y. G., & Kim, M. Y. (2006). Effects of managerial drivers and climate maturity on knowledge-management performance: Empirical validation. *Information Resources Management Journal*, 19(3), 48 – 60.
- Lee, J. (2001). The impact of knowledge sharing, organizational capability and partnership quality on IS outsourcing success. *Information & Management*, 38(5), 323 – 335.
- Liebowitz, J. (2003). A knowledge management strategy for the Jason organization: A case study. *Journal of Computer Information Systems*, 44(2), 1 – 5.
- Lin, H. F. (2007a). Knowledge sharing and firm innovation capability: An empirical study. *International Journal of Manpower*, 28(3/4), 315 – 332
- Lin, C. P. (2007b). To share or not to share: Modeling tacit knowledge sharing, its mediators and antecedents. *Journal of Business Ethics*, 70(4), 411 – 428.
- Meyer, P., & Meyer, M. (2009, June). *Boom & bust and financial incentives: Bringing the organization back into performance incentivization*. Paper presented at the meeting of the Summer Conference 2009 on Copenhagen Business School. Solbjerg Plads 3: Denmark.
- McAllister, D. (1995). Affect and Cognition Based Trust as Foundations for Interpersonal Cooperation in Organizations. *Academy of Management Journal*, 38(1), 24-59, DOI: 10.2307/i302945.
- Milkovich, G. T., & Newman, J. M. (2001). *Compensation*. New York: McGraw-Hill.
- Montes, F.J.L., Moreno, A. R., & Fernandez, L. M. M. (2004). Assessing the organizational climate and contractual relationship for perceptions of support for innovation. *International Journal of Manpower*, 25(2), 167 – 180.
- Mooradian, T. Renzl, B., & Matzler, K. (2006). Who trust? Personality, trust and knowledge sharing. *Management Learning*, 37(4), 523 – 540.
- Morgan, R., & Hunt, S. (1994). The Commitment Trust Theory of Relationship Marketing. *The Journal of Marketing*, 58(3), 20-38, DOI: 10.2307/i253430.

- Nelson, A., Sabatier, R., & Nelson, W. (2006). Toward an understanding of global Entrepreneurial Knowledge Management (EKM) practices: A preliminary investigation of EKM in France and the U. S. *Journal of Applied Management and Entrepreneurship*, 11(2), 70 – 89.
- Newman, B. M. & Newman, P. R. (1975). *Development through life: A psychosocial approach*. Dorsey: Homewood.
- Nonaka, I., & Konno, N. (1998). The concept of ‘Ba’: Building a foundation for knowledge creation. *California Management Review*, 40(3), 40 – 54.
- O’ Dell, C., & Grayson, C. J. J. (1998). If only we knew what we know: Identification and transfer of internal best practices. *California Management Review*, 40(3), 154 – 174.
- Ogunmoye, E. M. (2008). *A survey of the attitude of students towards online education in South-Western Nigerian Universities*. (Masters Thesis, University of Ibadan, Nigeria). Retrieved from <file:///C:/Users/Ain/Google%20Drive/Thesis/References/Ogunmoye.htm>
- Pallant, J. (2010). *SPSS Survival Manual* (4<sup>th</sup> ed.). Berkshire, England: McGraw-Hill.
- Philip, M. D., & Marshall, W. M. (2010). *Combining financial and organizational incentives to better align individual behavior with organizational goals*. Retrieved 16 November 2013, from [http://www.researchgate.net/publication/228197949\\_Combining\\_Financial\\_and\\_Organizational\\_Incentives\\_to\\_Better\\_Align\\_Individual\\_Behaviour\\_with\\_Organizational\\_Goals](http://www.researchgate.net/publication/228197949_Combining_Financial_and_Organizational_Incentives_to_Better_Align_Individual_Behaviour_with_Organizational_Goals) .
- Quigley, N. R., Tesluk, P. E., Locke, E. A. & Bartol, K. M. (2007). A multilevel investigation of the motivational mechanisms underlying knowledge sharing and performance. *Organization Science*, 18 (1), 71 – 88
- Rahab, Sulistyandari & Sudjono (2011). The development of innovation capability of Small Medium Enterprises through knowledge sharing process: An empirical study of Indonesian creative industry. *International Journal of Business and Social Science*, 2(21), 112- 123.
- Ramamurthy, K., & Premkumar, G. (1995). Determinants and outcomes of electronic data interchange diffusion. *IEEE Transactions on Engineering Management*, 42(4), 332 – 351.



- Ramayah T., Yeap, J. A. L., & Ignatius, J. (2013). An empirical inquiry on knowledge sharing among academicians in higher learning institutions. *Minerva*, 51(2), 131 – 154.
- Renzl, B., Matzler, K., & Mader, C. (2005, March). *Impact of trust in colleagues and management on knowledge sharing within and across work groups*. Paper presented at the meeting of the CD-Proceedings of the 6<sup>th</sup> European Conference on Organizational Knowledge, Learning and Capabilities, Bentley College, Boston.
- Reige, A. (2005), Three-dozen knowledge-sharing barriers managers must consider. *Journal of Knowledge Management*, 9(3), 18-35.
- Report of Associated Chinese Chambers of iif Commerce and Industry of Malaysia (ACCCIM) 2012 SMEs Survey. Retrieved 21 March 2013, from <http://www.smecorp.gov.my/v4/node/2124>.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698-714.
- Roscoe, J. T. (1975). *Fundamental research statistics for the behavioral sciences* (2<sup>nd</sup> ed.). New York: Holt Rinehart & Winston.
- Ruppel, C. P., & Harrington, S. J. (2001). Sharing knowledge through intranets: A study of organizational culture and intranet implementation. *IEEE Transactions on Professional Communications*, 44(1), 37-52.
- Ryu, S., Ho, S. H., & Han, I. (2003). Knowledge sharing behavior of physicians in hospitals. *Experts Systems with Applications*, 25, 113 – 122.
- Samieh, H. M., & Wahba, K. (2007, January). *Knowledge sharing behavior from Game theory and socio-psychology perspective*. Paper presented at the meeting of the Proceedings of the 40<sup>th</sup> Annual International Conference on System Sciences, Big Island, Hawaii.
- Smith, E. R., & Mackie, D. M. (2007). *Social psychology* (3<sup>rd</sup> ed.). Philadelphia: Psychology Press.

- So, J. C. F., & Bolloju, N. (2005). Explaining the intentions to share and reuse knowledge in the context of IT service operations. *Journal of Knowledge Management*, 9(6), 30 – 41.
- Stanley, C. (2002). *Knowing and acknowledging, must we mean what we say?* USA: Cambridge University Press.
- Syed-Ihksan, R F. (2004). Benchmarking knowledge management in a public organisation in Malaysia. *Benchmarking, Bradford*, 11(3), 238.
- Taminiau, Y., Smit, W., & Lange, A. D. (2009). Innovation in management consulting firms through informal knowledge sharing. *Journal of Knowledge Management*, 13(1), 42 – 55.
- Tan, H. H., & Zhao, B. (2003). Individual and perceived contextual level antecedents of individual technical information inquiry in organizations. *Journal of Psychology*, 137(6), 597 – 621.
- Tsai, W. (2000). Social capital relatedness and the formation of intraorganizational linkages. *Strategic Management Journal*, 21(9), 925 – 939.
- Wang, S., & Noe, R. A. (2010). Knowledge sharing: A review and directions for future research. *Human Resource Management Review*, 20(2), 115 – 131.
- Wasko, M. M., & Faraj, S. (2005). Why should I share? Examining knowledge contribution in networks of practice. *MIS Quarterly*, 29(1), 35 – 57.
- Yahya, S., & Goh, W. K. (2002). Managing human resources toward achieving knowledge management. *Journal of Knowledge Management*, 6(5), 457 – 468.
- Yang, C., & Chen, L. C. (2007). Can organizational knowledge capabilities affect knowledge sharing behavior? *Journal of Information Science*, 33(1), 95 – 109.
- Yao, L. J., Kam, T. H. Y., & Chan, S. H. (2007). Knowledge sharing in Asian public administration sector: The case of Hong Kong. *Journal of Enterprise Information Management*, 20(1), 51 – 69.
- Yi, J. (2009). A measure of knowledge sharing behavior: Scale development and validation. *Knowledge Management Research & Practice*, 7(1), 65 – 81.

- Yilmaz, C., & Hunt, S. (2001). Salesperson cooperation: The influence of relational, task, organizational and personal factors. *Journal of the Academy of Marketing Science*, 29(4), 335 – 357.
- Yu, C., Yu, T. F., & Yu, C. C. (2013). Knowledge sharing, organizational climate and innovative behavior: A cross-level analysis of effects. *Social Behavior and Personality: An International Journal*, 41(1), 143-156.